



R01-18-A-012

**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll

Mayor

November 14, 2017

Frank Gardner  
EPA Region 1  
5 Post Office Square  
Suite 100, Mail code: OSRR7-2  
Boston, MA 02109-3912

Dear Mr. Gardner:

I am pleased to submit the City of Salem's Brownfields Community-Wide Assessment grant application for critically needed and carefully targeted support to help advance the City's redevelopment vision within the North River Corridor target area.

The North River Corridor was once a thriving industrial area that fueled the local economy and employed thousands of residents. Since the loss of this industry over the second half of the 20<sup>th</sup> Century, the resulting concentration of contaminated, underutilized properties along the river has become a barrier to economic development and a risk to human health and the environment. Through a series of planning initiatives driven by public engagement and data analysis, the community has developed a vision for the Corridor: Revitalization that benefits the health and well-being of our diverse community through equitable and sustainable economic development, enhanced mobility, quality open space, and celebration of our cultural legacy.

Salem has had success facilitating redevelopment through collaboration with many players and leveraging substantial public and private resources. The City has cultivated a productive partnership with the City of Peabody where the North River Corridor continues upstream. This partnership has included previous coalition assessment grant, establishment of a joint brownfields cleanup Revolving Loan Fund program, and creation of the Salem-Peabody Brownfields Advisory Group. Although Salem and Peabody are now submitting separate Community-Wide Assessment grant applications, Salem strongly supports Peabody's application and intends to maintain a spirit of collaboration by coordinating our Assessment Program's site inventory update and public outreach strategy through the Salem-Peabody Brownfields Advisory Group.

Despite our past success, many sites within the corridor remain stunted by the presence or mere perception of contamination. The Community-Wide Assessment grant will allow the City to inventory, assess, and plan for their reuse, bringing the properties to a position where other leveraged resources, such as the Salem-Peabody RLF, can support their cleanup and productive reuse. We are ready to hit the ground running with the Assessment Program, as we have several

priority properties along Franklin Street within the Corridor that are in immediate need of assessment.

The redevelopment of these blighted, underutilized sites is essential to meet the needs of the community. Eliminating the risk to human health and the environment posed by these sites in a community with a high population of Latino and low-income residents is a matter of environmental justice. Focusing tax-generating development where supporting infrastructure already exists will provide a true boost to the City's long-term fiscal sustainability. In addition, the mixed-use development and open space created in the corridor will reconnect the surrounding neighborhoods and spur the community's revitalization.

Key application information is as follows:

- a. *Applicant Identification*: City of Salem, 93 Washington Street, Salem, MA 01970
- b. *Funding Requested*
  - i. Grant Type: Assessment
  - ii. Assessment Grant Type: Community-Wide
  - iii. Federal Funds Requested: \$200,000, without cost-share waiver
  - iv. Contamination: Hazardous Substances
- c. *Location*: City of Salem, Massachusetts
- d. *Property Information for Site-Specific Proposals*: N/A
- e. *Contacts*:
  - i. Project Director: Tom Devine, Senior Planner, 978-619-5685, tdevine@salem.com, Department of Planning & Community Development, 120 Washington St., 3rd floor, Salem, MA 01970-3545.
  - ii. Chief Executive/Highest Ranking Elected Official: Mayor Kimberley Driscoll, 978-619-5600, mayor@salem.com, City Hall, 93 Washington St., Salem, MA 01970-3527.
- f. *Population*
  - i. City of Salem population: 42,332 (2011-2015 American Community Survey 5-Year Estimate)
  - ii. N/A
  - iii. The jurisdiction is not located within and does not include a county experiencing "persistent poverty" where 20% or more of its population has lived in poverty over the past 30 years.
- g. *Regional Priorities Form/Other Factors Checklist*: See attached.
- h. *Letter from the State or Tribal Environmental Authority*: See attached.

Thank you in advance for your consideration of our proposal. Please do not hesitate to contact me if you have any questions.

Sincerely,



Kimberley Driscoll  
Mayor

### **Cover Letter Attachments**

- **Regional Priorities Form**
- **Other Factors Checklist**
- **Letter from the State Environmental Authority**

### Appendix 3 - Regional Priorities Form/Other Factors Checklist

Name of Applicant: \_\_City of Salem, Massachusetts\_\_\_\_\_

#### Regional Priorities Other Factor

If your proposed Brownfields Assessment project will advance the regional priority(ies) identified in Section I.F., please indicate the regional priority(ies) and the page number(s) for where the information can be found within your 15-page narrative. Only address the priority(ies) for the region in which your project is located. EPA will verify these disclosures prior to selection and may consider this information during the selection process. If this information is not clearly discussed in your narrative proposal, it will not be considered during the selection process.

Regional Priority Title(s):

Coordinated Public Funding for Brownfields\_\_\_\_\_

Page Number(s): \_\_\_\_\_7\_\_\_\_\_

#### Assessment Other Factors Checklist

Please identify (with an x) which, if any, of the below items apply to your community or your project as described in your proposal. To be considered for an Other Factor, you must include the page number where each applicable factor is discussed in your proposal. EPA will verify these disclosures prior to selection and may consider this information during the selection process. If this information is not clearly discussed in your narrative proposal or in any other attachments, it will not be considered during the selection process.

Other Factor	Page #
<i>None of the Other Factors are applicable.</i>	
Community population is 10,000 or less.	
The jurisdiction is located within, or includes, a county experiencing “persistent poverty” where 20% or more of its population has lived in poverty over the past 30 years, as measured by the 1990 and 2000 decennial censuses and the most recent Small Area Income and Poverty Estimates.	
Applicant is, or will assist, a federally recognized Indian tribe or United States territory.	
Target brownfield sites are impacted by mine-scarred land.	
Project is primarily focusing on Phase II Assessments	<b>X</b> 8-9
Applicant demonstrates firm leveraging commitments for facilitating brownfield project completion, by identifying in the proposal the amounts and contributors of resources and including documentation that ties directly to the project.	<b>X</b> 9-10
Applicant is a recipient of an EPA Brownfields Area-Wide Planning Grant	



Commonwealth of Massachusetts  
Executive Office of Energy & Environmental Affairs

## Department of Environmental Protection

One Winter Street Boston, MA 02108 • 617-292-5500

Charles D. Baker  
Governor

Karyn E. Polito  
Lieutenant Governor

Matthew A. Beaton  
Secretary

Martin Suuberg  
Commissioner

November 2, 2017

U.S. EPA New England  
Attn: Frank Gardner  
5 Post Office Square, Suite 100  
Mail Code: OSRR07-3  
Boston, MA 02109-3912

**RE: STATE LETTER OF ACKNOWLEDGMENT**  
***City of Salem, Brownfield Assessment Grant Funding***

Dear Mr. Gardner:

I am writing to support the proposal submitted by the City of Salem (City) under the Fiscal Year 2018 U.S. Environmental Protection Agency (EPA) Brownfield Assessment Grant Program. Funding from EPA will allow the City to complete assessments of underutilized, former industrial properties within the North River Corridor, allowing the future revitalization of the neighborhood into mixed-use redevelopment and new open space.

On January 23, 2015, Governor Baker signed his first Executive Order, creating the Community Compact Cabinet, in order to elevate the Administration's partnerships with cities and towns across the Commonwealth. Lieutenant Governor Polito chairs the cabinet, which concentrates financial, technical, and other resources at the state level to a select group of projects, including Brownfields. The City's compact was signed on May 31, 2016, ensuring any funding provided by EPA will be supported by a focused commitment of state resources.

We greatly appreciate EPA's continued support of Brownfield efforts here in Massachusetts.

Sincerely,

Rodney Elliott  
Brownfields Coordinator, Bureau of Waste Site Cleanup

cc: Tom Devine, Senior Planner, City of Salem  
Joanne Fagan, Brownfields Coordinator, MassDEP-NERO

This information is available in alternate format. Call the MassDEP Diversity Office at 617-556-1139. TTY# MassRelay Service 1-800-439-2370

MassDEP Website: [www.mass.gov/dep](http://www.mass.gov/dep)

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## **Narrative Proposal**

## 1. COMMUNITY NEED

### a. Target Area and Brownfields

i. Community & Target Area Description. The City of Salem is located on the North Shore of Massachusetts, one of the earliest areas settled most urbanized along the coast of New England. Salem's North River Corridor runs along the northern edge of downtown Salem, flowing west to east from the Peabody line to Salem Harbor. This corridor that now consists of a cluster of contaminated, blighted, and underutilized properties was once a major industrial center. Whale carcasses were processed during the colonial era in a neighborhood still called "Blubber Hollow", and this corridor later became a world capital of leather processing. Because the North River Corridor has posed a major threat to the vitality of the City since industry left the neighborhood over the second half of the 20<sup>th</sup> Century, the City has been committed to its cleanup and revitalization. The North River Corridor of blighted, underutilized properties is the Target Area for this Community-Wide Assessment Grant application.

Where factories once provided livelihood to thousands of families, a no-go zone now stunts the local economy in a diverse and lower-income community where good jobs are needed. In a City with a high rate of illegal drug use and violent crime, these sites are a haven for illicit activities and a strain on already challenged police resources. And a concentration of environmental contaminants in a dense, urban community exacerbates public health risks in a place that suffers from high rates of a slew of preventable health maladies.

**Table 1: Demographics<sup>2</sup>**

	North River Target Area – 5 blk. groups	Point Neighborhood: Tract 2043, blk. groups 2&3	Salem	Mass.	National
Population:	4,120	2,721	42,332	6,705,586	316,127,513
Pop. per sq. mile	5,361.09	24,863.51	5,226.17	859.68	89.51
Unemployment:	NA	NA	7.7%	7.6%	8.3%
Poverty Rate:	3.77%-18.95%	28.22%-42.71%	14.4%	11.6%	15.5%
Percent Minority:	*	*	26.3% <sup>2</sup>	25.6%	37.8% <sup>2</sup>
Median Household Income:	\$59,749	\$30,640	\$60,690	\$68,563	\$53,889
Hispanic or Latino	15.7%	63.8%	16.5	10.6%	17.1%
Latino Public School Enrollment (2017)	Not available	Not available	38.0% <sup>3</sup>	19.4% <sup>3</sup>	21.65 <sup>1</sup>
HS Grad. Rate (2016)	Not available	Not available	83.1%	87.5%	83.0%
Rental housing	50.0%	86.5%	51.9%	37.9%	36.1%

ii. Demographic Information & Indicators of Need. Overall, Salem's demographics paint a picture of a community still reeling from the loss of its economic base with sensitive populations that are challenged by living in a postindustrial city. The Target Area is largely contained within five census block groups: Tract 2045, Group 3; Tract 2046, Groups 2, 3, and 4; Tract 2047.02, Group 1. A portion of this Target Area (Tract 2047.02, Group 1) and several nearby block groups qualify as

<sup>2</sup> Table 1 data are from 2011-2015 ACS 5-Year Estimates, MA Dept. of Elementary and Secondary Education 2017 Enrollment data and 2016 Graduation Rate Report, and National Center of Educational Statistics Public High School Graduation Rates. \*At block group level, ACS minority total is unreliable due to a high margin of error.

an Environmental Justice (EJ) Neighborhood as defined in the EJ Policy of the Mass. Executive Office of Energy and Environmental Affairs, where: Median household income is at or below 65% of the state median income; at least 25% of residents are minority; and, at least 25% of residents lack English proficiency. The Hispanic/Latino population in the Target Area is approximately 50% higher than the state proportion. Two additional nearby block groups (Tract 2043, Groups 2 & 3) comprise a concentrated pocket of Latino residents that share downtown with the Target Area brownfields. This densest of Salem's neighborhoods, known as The Point, is majority Latino and meets all three EJ thresholds. Latino students are a large minority in Salem's public schools—about double the statewide percentage. While Salem and the North River Target Area have a high population density, the nearby Point Neighborhood is five times as dense as the city overall. Although Salem's violent crime rate is not out of line with the state, it is 50% to 200% higher than the neighboring towns of Danvers, Swampscott, and Marblehead.<sup>3</sup> Similarly, while Salem's high school graduation rate is near the state rate, it is 12-14% lower than these towns<sup>4</sup>. Salem has a lower median household income and higher poverty rate than the state, with these indicators showing The Point Neighborhood as especially poor, even relative to the lower-income community it is within. Salem's percentage of rental units is higher than the state and national rate, and the Point has an extremely high rate of 86.5%

iii. Description of the Brownfields. The Metropolitan Area Planning Council (MAPC)-Salem-Peabody 2019-2013 Coalition Assessment Grant identified 22 key brownfield sites within the Target Area. Many are regulated by the Mass. Dept. of Environmental Protection (MassDEP) and require response actions under the Mass. Contingency Plan (MCP), the state's privatized cleanup program. These parcels range historic use and in size, from the multi-acre former tanneries at Salem Suede and Salem Oil & Grease to small shops built atop urban fill.

The Franklin St. portion of the Target Area contains a cluster of blighted sites ready for assessment. These 5 acres at Salem's core were created in the early 20<sup>th</sup> Century by filling portions of the North River with coal ash, fire debris, and other waste. The Ferris Junkyard at the northern end, once home to the Harmon Tannery and car salvage operations from the 1950s to today, has a new owner interested in investing in improvements. The HMA Carwash on the southern end is located at the former site of the Locke Regulator Co. and fronts North St./MA 114, a main gateway to downtown. Between these sites, Burnham Assoc. Marine Contractors operates staging for marine dredging that is constrained by the shallowness of the North River on land once used for leather processing, grease collection, and coal storage. The City is prepared to assist Burnham's relocation to a new site with deepwater access in Salem. Because these centrally located properties are critical to Salem's redevelopment vision and their owners have engaged the City with interest in redevelopment after decades of hesitation, they are the top priority for the Assessment Program.

Based on known historic and current uses, these brownfields are suspected to contain many contaminants that threaten the health of the surrounding residents and riparian ecosystem. Sites with a history of leather tanning are often found to be contaminated with heavy oils, volatile organic compounds (i.e. toluene, xylene), heavy metals (chromium, lead, arsenic), sulfides, and formaldehyde in soils and groundwater. Car recycling is known to pollute soils and groundwater with petroleum comingled with hazardous materials. These include petroleum hydrocarbons from fuel and motor oil, heavy metals from corrosion, leakage, and improper handling of car

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<sup>3</sup> 2015 FBI Uniform Crime Report.

<sup>4</sup> MA Dept. of Elementary and Secondary Education 2016 Graduation Rate Report



components, and acids from batteries, solvents, and degreasers. (PCBs) have also been detected elsewhere within the Target Area. Remaining industrial buildings often contain lead, asbestos and other hazardous materials. Urban fill throughout the Target Area typically contains PAH's and heavy metals. Migration of contaminated soils and groundwater as well as vapor intrusion concerns from these sites pose a risk to the adjacent residential properties.

## **b. Welfare, Environmental, and Public Health Impacts**

i. Welfare Impacts. The cluster of blighted, economically inactive properties in the core of a community that is denser, poorer, and more diverse than the region constitutes an environmental justice concern, wasting scarce land where open space, commercial activity, and mixed-income housing are needed. Abandoned properties draw squatters in a City where homelessness is increasing<sup>5</sup> and become a haven for crime and drug use where alcohol and substance abuse hospitalization rates are high (see table 2). Salem's violent crime rate is 50% to 200% higher than the neighboring towns of Danvers, Swampscott, and Marblehead.<sup>6</sup> Salem's City government, schools, and community organizations struggle to meet the health, financial, and cultural needs of the City's Latino immigrant population, especially though efforts to raise educational outcomes in the school district, where standardized test results place Salem 114<sup>th</sup> out of 125 metro Boston districts in 10<sup>th</sup> grade English proficiency.<sup>7</sup> A bright and positive learning environment cannot exist without a safe and stable community. The brownfields also cultivate community disinvestment and detract from the cultural setting within the Target Area where monuments mark events of both local and national significance: The Proctor's Ledge Memorial sits at the site of the 1692 execution of accused witchcraft practitioners; Leslie's Retreat Park is home to a monument to the armed resistance against the British on Salem's North Bridge in 1775; and a plaque marks the spot where the Great Salem Fire of 1914 started, which destroyed much of the city's core.

ii. Cumulative Environmental Issues. Target Area Brownfields impact the health of downtown residents, including students of the Salem Community Charter School, as they breathe air with VOC, PAH, sulfide, formaldehyde and metal-laden dust from urban fill and former tanneries. Salem's five closed landfills, including one whose groundwater, surface water, and sediment are monitored for VOCs and metals, further creates the potential to contaminate Salem's urban waters. The Target Area is crossed by congested state roads and is home to the Salem Intermodal Station, with 62 diesel train stops daily. Car and locomotive exhaust contains carbon monoxide, particulate matter, benzene, formaldehyde and PAHs. The total cancer risk per million air pollutants in Salem is 38, per EPA's My Environment. The top 5 pollutants contributing the most risk Formaldehyde (45.83%), Benzene (28.87%), Carbon Tetrachloride, Acetaldehyde and Butadiene.

The city is home to utility infrastructure that services the region but pollutes Salem. The S. Essex Sewerage District Plant discharges wastewater from 6 towns into Salem Harbor, contributing to the closure of Salem's shellfish beds due to fecal coliform bacteria levels.<sup>8</sup> This, along with industrial contamination and stormwater runoff, has led MassDEP to classify Salem Harbor and the North River as Category 5 Impaired waters.<sup>9</sup> The Salem Harbor Power Station burned coal from 1951 to 2014 to meet the region's electric needs, but polluted Salem's air and water with carbon dioxide,

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<sup>5</sup> "Police: Homeless calls spike in Salem", Salem News 7/17/2017

<sup>6</sup> 2015 FBI Uniform Crime Report

<sup>7</sup> "Best Public School Districts in Boston 2017", Boston Magazine 8/17/2017

<sup>8</sup> Mass. Div. of Marine Fisheries 2013 Shellfish Area Classification

<sup>9</sup> MassDEP 2014 Integrated List of Waters

sulfur dioxide, nitrogen oxides, mercury and other toxic metals. Although to a lesser degree, the plant will again be a source of local pollution upon its conversion to natural gas in 2018.

Extreme weather events also worsen impacts on the local environment. FEMA classifies much of the Target Area as Special Flood Hazard Area. This risks the spread of contaminants into adjacent residential properties and urban waters. Snowstorms also exacerbate local environmental conditions. The winter of 2014-2015 dropped a record 108.6 inches of snow on the region. Not only did this shut down schools, bring the local economy to a halt, and challenge transportation infrastructure, it also required removal of snow from community with limited disposal areas. Plowed snow itself carries sediments and petroleum from roadways into waterways as it melts. And when stockpiled at vacant, former industrial sites, there is a risk of soil contaminants migrating from the site with the melting snow.

iii. Cumulative Public Health Impacts. The World Health Organization (WHO) declared that pollution is a top 10 cause of death, with 1 in 8 global deaths linked to air pollution. The majority of brownfields in Salem are clustered in the Target Area at the City's dense core that contains a concentration of sensitive populations. These residents are disproportionately impacted by brownfields, as well as pollution associated with congested roadways, closed landfills, and impaired urban waters. Salem's cardiovascular disease death rate is 246.7 per 100,000, compared to 192.0 for the state. According to WHO, ambient air pollution causes 40% of Coronary Health Disease related deaths. Carbon monoxide strains the heart by making it work faster. Long-term exposure to particulate matter pollution can cause premature death in people with heart disease. VOCs and other chemicals associated with the historic industrial sites can damage the lining of the arteries providing another possible link between brownfields and premature deaths in the area. Salem's rate of new cancer diagnosis is 3.5% higher than the state for females and 20.2% higher for males.<sup>10</sup> The cancer risk per million by air pollutants in Salem is 38 according to EPA's My Environment. The burning of coal is known to sicken and kill thousands of people annually due to respiratory disease, heart attack, stroke, and cancer. According to the CDC, childhood lead poisoning caused by exposure to lead paint or impacted soils can affect almost every organ, especially a developing brain. Salem's occurrence of childhood lead poisoning is more than twice the state's level. With a high rate of Latino teen births, this minority population suffers this risk disproportionately. The CDC states that childhood obesity increases the risk of chronic health conditions such as asthma, sleep apnea, bone and joint problems, type 2 diabetes, and risk factors for heart disease, and makes children susceptible to bullying and associated social isolation and depression. The presence or suspicion of contamination on sites within the Target Area has slowed the development of public recreational open space that the community could utilize to confront its rate of childhood obesity that is nearly 25% higher than the state's rate. Lastly, Salem's rate of alcohol and drug admission is substantially greater than the statewide rate, suggesting a compounding strain on the population's welfare and well-being in a blighted urban environment.

<b>Table 2: Public Health Indicators<sup>11</sup></b>	Salem	State
Childhood Lead Poisoning per 1,000 (2010)	0.7	0.3
Childhood obesity rate (2019-2011)	20.5%	15.7%
Percentage of teen births to Latinos, 10-17 (2010)	100.0%	47%
Percentage of teen births to Latinos, 18-19 (2010)	54.5%	35.6%

<sup>10</sup> MA Dept. of Public Health Cancer Incidence in MA, 2009-13

<sup>11</sup> Table 2 data are from MA Community Health Information Profile and Essential School Health Services Report.

Asthma Hospital Discharges per 100,000 (2009)	233.3	160.2
Cardiovascular Disease Deaths per 100,000 (2010)	246.7	192.0
DPH funded alcohol/drug admissions per 100,000 (2011)	2204.2	1532.4
Alcohol/Drug Hospital Discharges per 100,000 (2009)	477.8	344.7

**c. Financial Need.**

i. Economic Conditions. Without the support of the EPA and other leveraged resources, Salem does not have the funds to facilitate assessment, cleanup, and redevelopment of Target Area brownfields. Deindustrialization eliminated a substantial portion of Salem’s tax base, leaving the burden on residential property tax payers in a City with a median household income lower than the surrounding region and on businesses it struggles to retain. Massachusetts municipalities are poorly equipped to adapt this loss, as “Proposition 2½” (Mass. General Law c.59, §21C) places a 2.5% ceiling on annual property tax increases without approval of an override through citywide ballot referendum. Historic inflation has exceeded 2.5% in 22 of the years since the measure was enacted in 1982. Since Salem has never passed an override, Proposition 2½ has limited the city’s ability to increase taxes to compensate for loss of its industrial tax base. Salem’s ability to generate revenue is also limited by having one of the lowest median home sale prices<sup>12</sup> and paradoxically one of the highest housing cost burdens north of Boston, with nearly half of households paying more than 30% of gross income on housing.<sup>13</sup> In addition, Salem lacks direct interstate highway access that supports a traditional suburban commercial tax base in adjacent municipalities.

Another way Salem is fiscally burdened is through its high vulnerability to flooding within the Target Area and across the city where waterways and wetlands were filled to construct railroads and factories. Much of this land is now categorized by FEMA as Special Flood Hazard Area, which requires mortgage holders to pay costly flood insurance premiums. And the City must invest large sums in flood mitigation to increase resilience, including engineering projects to reduce recurring flooding in the Rosie’s Pond and Canal St. neighborhoods at a total cost of over \$24,000,000. In addition, Salem’s aging infrastructure requires substantial maintenance and capital investment, including repairing failing water mains and reconstructing antiquated roadways.

ii. Economic Effects of Brownfields. Brownfields are a stubborn impediment to Salem’s economic development. According to a build-out analysis completed by the Mass. Executive Office of Environmental Affairs in 2000, 98% of Salem was built out, leaving only 89 acres of its 5,184 developable acres undeveloped. Brownfields are a wasteful land use in a city where land for economic growth is scarce. Although these brownfields were once Salem’s economic engine, modern industry typically requires high-ceilinged, single story buildings, so remaining mill structures must be repurposed or demolished. Redevelopment is complicated by the real or perceived presence of contamination, leading developers to forsake these sites for greenfield projects, resulting in loss of open space and requiring costly extensions of utilities and other public services. This limit to economic development contributes to the low median household income and high poverty rate in and around the Target Area. Furthermore, Salem’s high school graduation rate that is lower than in neighboring communities, and levels violent crime, substance abuse hospitalizations, and homelessness higher than in surrounding communities can be associated with economic distress resulting from loss of Salem’s industrial economy and the blight that it left behind. In addition, the City’s considerable expenditure of local funds and leveraged resources to

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<sup>12</sup> Per trulia.com

<sup>13</sup> Salem’s 2015 Housing Needs and Demand Analysis

remediate contaminated public land has strained municipal finances when strong competition exists for funding for basic City services. Just since 2010, the City has undertaken soil remediation at McGrath Park, Splaine Park, Furlong Park, and Bertram Field, and partnered with the EPA and state agencies to remediate Gonyea Park, Peabody St. Park, and the former Universal Steel site.

## **2. PROJECT DESCRIPTION AND FEASIBILITY OF SUCCESS**

### **a. Project Description, Redevelopment Strategy, and Timing and Implementation**

i. Project Description and Alignment with Revitalization Plans. The community has created a redevelopment vision of the North River Target Area that meets the needs of the community's economically and ethnically diverse population through a series of plans and studies driven by public engagement and data. Several planning initiatives address the Target Area specifically: The North River Canal Corridor (NRCC) Master Plan call for mixed-use redevelopment that provides economic opportunity for residents, a range of housing for all income levels, public open space, and preservation of cultural amenities. The Salem-Peabody Riverwalk Visioning Study envisions a public riverwalk for the Target Area. The Peabody-Salem Corridor Action Plan established common goals to achieve the revitalization of the Boston/Main St. corridor, Salem and Peabody's shared thoroughfare parallel to the North River. The NRCC Transportation Study identified mitigation measures for cumulative transportation impacts of the redevelopment of the corridor. A number of citywide planning initiatives also inform the redevelopment vision for the Target Area: Imagine Salem's robust public dialog created the community's common vision for jobs, housing, and transportation, with a focus on equity and inclusiveness. Salem's Housing Needs & Demand Analysis calls for expanded housing options for all income levels to attract and retain workers, keep pace with population growth, and allow seniors to stay in Salem. Salem's Open Space & Recreation Plan charts the City's maintenance and expansion of open spaces and recreational amenities, including the development of expanded waterfront paths. Salem's Bicycle Circulation Master Plan directs investment into a network of safe and convenient bicycle routes. Salem's Climate Change Adaptation Plan prioritizes strategies to enhance resilience to flood risks and other impacts of a changing climate. The community's vision for the Target Area is also shaped by MAPC's MetroFuture Plan for Greater Boston, which envisions increased affordable housing options in convenient locations, including brownfield sites.

Overall, the community envisions revitalization of the Target Area that benefits the health and well-being of our diverse community through equitable and sustainable economic development, enhanced mobility, quality open space, and celebration of our cultural legacy. The Franklin St. parcels, which are the Assessment Program's priority within the Target Area, will be redeveloped based on this vision, not merely because the community wishes it to be, but because applicable regulations and policies will require it. The Mass. Contingency Plan will ensure that the contamination on these sites is remediated to a level of no significant risk. The NRCC Zoning Ordinance ensures that the development is a mix of residential and commercial uses at a scale and character consistent with the surrounding neighborhoods. The Planning Board's Inclusionary Housing Policy will require that at least 10% of new housing units are affordable. The Mass. Public Waterfront Act (MA Gen Law Ch.91) will require public open space and a riverwalk across the parcels, connecting Furlong Park to North St., downtown, and the Commuter Rail station. Salem's Complete Streets Ordinance requires that roadway upgrades are designed to accommodate all users, including pedestrians, cyclists, and the disabled. The Flood Hazard Ordinance will mandate that all buildings be resilient to flooding. The MA Wetlands Protection Act and Salem's Wetlands Protection Ordinance will require that new development be sensitive to the riparian ecosystem and meet state standards for stormwater treatment.

**ii. Redevelopment Strategy.** The City's redevelopment strategy is to utilize the Assessment Program to inventory, assess, and conduct reuse planning to position Target Area brownfields to tap leveraged resources, such as the Salem-Peabody EPA RLF, to advance their redevelopment per the community's vision. While remediation funding is available through the RLF, this grant will fill a gap, allowing the City and the EPA to establish a comprehensive approach to inventorying, assessing, remediating, and redeveloping sites. The strategy for meeting the specific needs of the Target Area and community at large is as follows: Build mixed-use developments that revitalize the target area, expand the local economy, and add jobs where they are needed. Construct all new development to be resilient to the Target Area's vulnerability to flooding and to be sensitive to the riparian ecosystem. Remediate the contaminated properties to ameliorate health risks experienced in Salem and advance environmental justice for the City's low-income and minority populations. Create quality public open space and linear pathways that enhance mobility and provide recreational opportunities to reduce Salem's high level of childhood obesity. Build a range of housing types for people of all incomes to address the community's housing needs. And eliminate the blight that stresses the community and degrades the Target Area's cultural amenities.

While brownfields within the Target Area can be challenging to redevelop, one clear advantage they is that their central location provides access to existing infrastructure. Water, sewer, electric, telephone, and broadband internet services are available throughout the Target Area. The local transportation network is robust. Interstate 95, located 3 miles northwest, is connected to the Target Area via State Route 114. The Target Area contains the Salem Intermodal Station, connecting Salem by passenger rail to Boston and points north. Other transportation modes available include the regional bus system, seasonal Salem Ferry to Boston, and a city bike share. Because this infrastructure is already in place to support redevelopment, developers and the City avoid the cost of extending infrastructure that would be required to develop a greenfield site.

**iii. Timing & Implementation**

**(a) Contractor Procurement.** Within 90 days of the grant award, the City will procure a Qualified Environmental Professional (QEP) through a public competitive bidding process that complies with state and federal procurement rules. The Program Manager will draft the RFP for review and approval by the City's Procurement Officer and EPA Project Officer. Notice of the Request for Proposals will be published in a local newspaper and on the Massachusetts Central Register and made available online. The Program Manager and Procurement Officer will evaluate proposals and recommend a QEP for the Mayor's approval based on the RFP's evaluation criteria.

**(b) Site Inventory, Prioritization & Selection.** Within six months of the grant award, the Program Manager and QEP will complete an update to the Target Area brownfields inventory that was first created as part of the MAPC-Salem-Peabody Coalition Assessment Grant (2019-2013). As the inventory was originally created jointly with the City of Peabody, Salem will engage the Salem-Peabody Brownfields Advisory Group, which was created with the establishment of the Salem-Peabody Brownfields RLF, to establish a ranking and prioritization criteria to select sites for assessment. The City will seek public input and vet the criteria through two public forums as described in Sections 3.a.i.-ii. The criteria are anticipated to include eligibility, access, community needs, redevelopment potential, and reuse of existing infrastructure. Because the Target Area is within the North River ecosystem, Salem Sound Coastwatch, a local environmental nonprofit, will advise the City on the prioritization of sites based on potential to improve the community's environmental quality. The Franklin St. parcels—HMA Car Wash, Ferris Junkyard, Burnham Assoc. Site—are anticipated to be ranked as high priority for assessment.

**c. Obtaining and Securing Site access.** As priority sites are identified, the Program Manager will prepare access agreements with the City Solicitor and submit them to property owners and/or representatives of selected brownfields sites, likely starting with the Franklin St. sites. We will coordinate outreach to the property owners/representatives with the Salem-Peabody Brownfields Advisory Group and community organization partners. In addition, the QEP will provide the details of proposed assessment activities for inclusion in the access agreements and will support the City in describing proposed assessment activities to the site owner/representatives both written and in-person. A translator will be available for these discussions. The City will continue to prepare access agreements for assessment activities throughout the 3-year grand period.

**b. Task Descriptions and Budget Table**

**1. Task Descriptions.** The following tasks are arranged to most efficiently and effectively implement the Assessment Program using City staff capacity and other leveraged resources. Specifically, see Sections 2.c. and 5.b. describing how the City will provide cooperative agreement oversight and other services as an in-kind resource in order to maximize the amount of funding available for assessment.

**Task 1. Brownfield Inventory Update & Community Engagement.** The QEP will provide technical support to update the Target Area brownfields inventory and site prioritization. The QEP will support public engagement through two public forums and coordinate with the Salem-Peabody Brownfields Advisory Group to prioritize sites for selection. QEP expenses for this task include facilitation of two public forums, attendance at two Advisory Group meetings, development of outreach materials, up to 10 meetings with property owners, and support for up to 5 access agreements at a cost of \$12,000.<sup>14</sup> **Outputs:** Outreach materials, program meetings, site inventory, and access agreements.

**Task 2. Phase I Site Assessments.** The QEP will conduct an estimated 5 Phase I Environmental Site Assessments (ESAs) for selected sites in accordance with the ASTM E1527-13 and EPA All Appropriate Inquiry standards. This process will consist of site reconnaissance, contact with regulatory agencies, file review, interviews with knowledgeable people regarding the site, and a written report for each property. Phase I reports will include a summary of “Recognized Environmental Conditions” (RECs) along with recommended Phase II activities. We expect 5 Hazardous Substance Phase I ESAs (\$5,000 ea.). **Outputs:** Phase I ESAs.

**Task 3. Phase II Site Assessments:** Based on results of Phase I assessments, Phase II assessments are anticipated to include sampling and laboratory analysis of soil, sediment, groundwater, surface water, indoor air, and potentially building materials. A Quality Assurance Project Plan (QAPP) will be prepared for EPA review for each Phase II ESA. An anticipated 5 Hazardous Substance Phase II ESAs (\$25,000 ea.) will be the primary focus of the grant. **Outputs:** Phase II ESAs.

**Task 4. Cleanup and Reuse Planning:** The Phase II assessment data will support the QEP’s development of a Cleanup Plan with integrated Analysis of Brownfield Cleanup Alternatives (ABCA) and Remedial Action Plan (RAP) for each site, based on the specific or potential reuse scenario(s). Remedial actions will be evaluated based on cost, feasibility, and effectiveness in protecting human health and the environment. We anticipate 5 Hazardous Substances ABCAs and RAPs (\$7,000 ea.). **Outputs:** Cleanup plans and remedial cost estimates.

**Task 5. Travel:** Program Manager will attend one National Brownfields Conference (up to \$2,000

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<sup>14</sup> ALL QEP costs are based on cost of similar services completed in the region.

airfare/lodging/per diem depending on location) and up to two Region 1 Brownfields Workshops (up to \$500 travel/lodging ea.) to keep the City apprised of best practices and available resources for redevelopment. **Outputs:** Attendance at national conference and regional workshops.

ii. Budget Table

<b>Table 3: Program Budget</b>						
<b>Budget Categories</b>	<b>Project Tasks (programmatic costs only)</b>					
	1: Inventory Update & Comm. Engagement	2: Phase I Assessments	3: Phase II Assessments	4: Cleanup & Reuse Planning	5: Travel	<b>Total</b>
Personnel						
Fringe Benefits						
Travel					\$,3000	\$3,000
Equipment						
Supplies						
Contractual	\$12,000	\$25,000	\$125,000	\$35,000		\$197,000
<b>Total</b>	<b>\$12,000</b>	<b>\$25,000</b>	<b>\$125,000</b>	<b>\$35,000</b>	<b>\$3,000</b>	<b>\$200,000</b>

**c. Ability to Leverage.** The following list includes secured resources as well as likely leveraged resources based on past grants and redevelopment projects in Salem. As an example of past leveraging for a City-led project, the Universal Steel remediation included direct resources from the EPA Removal Program, funding through an EPA Coalition Assessment Grant, MassDEP's expenditure of the property's bankruptcy trust, MassDevelopment Assessment and Remediation funding, and in-kind support for public engagement and project coordination by the City. The Salem Suede redevelopment, a private project, included support from a Coalition Assessment Grant, financing through the MassDevelopment Remediation program, and private investment.

<b>Table 4: Leveraging</b>			
<b>Source</b>	<b>Purpose/Role</b>	<b>Amount</b>	<b>Status</b>
City of Salem	In-kind services to implement the Assessment Program	\$12,885.19	Secured <sup>15</sup>
Salem Sound Coastwatch	In-kind services to support the brownfields inventory update	\$2,000	Secured
MassWorks Grant	"Complete streets" upgrades to Target Area roadways	\$3,500,000	Secured
Salem-Peabody Revolving Loan Fund	Low-interest loans and grants to fund remediation activities	\$400,000	Pending <sup>16</sup>
MassDevelopment Brownfields Programs	Loans and grants for brownfields assessment and remediation	\$100,000 to \$500,000 per site	Potential
Mass. brownfields tax credits	State tax credit for eligible cleanup costs	Up to 50% of cleanup cost	Potential
Local Tax Increment Financing	Tax exemption for portion of site improvements over set number of years	\$200,000 per project (typical)	Potential

<sup>15</sup> See attached documentation of secured resources.

<sup>16</sup> Salem has been awarded the EPA RLF, which sites may utilize after assessment and reuse planning.

MA Housing Dev. Incentive Program	State tax credit for housing development	Up to \$2,000,000 per project	Potential
CDBG Loan Program	Loans to support creation or expansion of enterprises that create/retain jobs	\$50,000 per enterprise	Potential
Developer investment	Private funding to remediate and redevelop sites	\$1,000,000 to \$40,000,000/site	Potential
Community Preservation Act funds	City program with state match for park and affordable housing developments	\$100,000 per project (typical)	Potential
Mass. Park and Recreation Grants	Funds to acquire /develop parks (Gateway and PARC Programs) and multi-use paths (Recreational Trails Program)	\$50,000 to \$750,000 per year	Potential

### **3. COMMUNITY ENGAGEMENT AND PARTNERSHIPS**

#### **a. Engaging the Community**

i. Community Involvement Plan. Within the first 6 months of the Assessment Program, the Program Manager and QEP will conduct a minimum of two public forums to promote the Assessment Program and to solicit input for the prioritization of brownfields for assessment. These public forums will be used as an opportunity to educate stakeholders about the health impacts of brownfields and avoiding exposure to contaminants (e.g. raised garden beds, lead paint awareness). The meetings will be promoted with flyers, the City's website, monthly newsletter and podcast, through neighborhood groups, and with a press release to area newspapers. Members of the Salem-Peabody Brownfields Advisory Group will promote the forums within their networks and assess the effectiveness of the overall outreach strategy. To supplement this, the City will directly contact owners of priority sites by mail and follow up by telephone. In addition, the City will update its brownfields webpage to include this grant as a resource to support the City's redevelopment vision.

In order to ensure that stakeholders in the Target Area and throughout the community who may be less likely to engage with the City are reached, the meetings will be held walking distance from the heavily low-income and Latino Point Neighborhood, accessible to seniors and people with disabilities, and near public transportation. Bilingual meeting flyers will be disseminated widely with the help of two community organizations: The Point Neighborhood Association and the North Shore Community Development Coalition. We will provide live Spanish translation at the meetings and people who are hearing or visually impaired will be accommodated. A City Planning Assistant who is a native Spanish speaker and resident of the Point Neighborhood will review the engagement plan for effectiveness at reaching its residents.

ii. Communicating Progress. The City will communicate progress throughout the Assessment Program with openness and transparency. We will actively solicit input through the engagement process and ensure that stakeholders are empowered to participate. The Point Neighborhood Association and North Shore CDC will be key resources to assist the City's engagement of the predominantly low-income and Latino Point Neighborhood. Further communication of progress will be conducted through public hearings held by the Planning Board, Conservation Commission, and Design Review Board to review specific redevelopment proposals and obtain public comment. Although we are confident that this plan will successfully reach stakeholders in the Target Area and throughout the community, we also know that flexibility is key to successful engagement, especially when an unexpected communication barrier arises. Examples of additional activities we have engaged in previously and will utilize as needed include presenting directly at neighborhood group meetings, providing translation for additional languages, meeting in the homes of interested



residents, and speaking directly with individuals. The City will seek input from the Salem-Peabody Brownfields Advisory Group, Point Neighborhood Association, and North Shore CDC on which additional methods to use in the event that meaningful public engagement is not at first achieved.

**b. Partnerships with Government Agencies**

i. Local/State/Tribal Environmental Authority. The Commonwealth of Massachusetts has a privatized cleanup program for assessing and remediating hazardous substances and petroleum contaminants. Under this program, site assessment and cleanup activities are overseen by a Licensed Site Professional (LSP)—a qualified environmental professional licensed by the state Department of Environmental Protection (DEP) to ensure that assessment and cleanup activities are performed in strict compliance with the Mass. regulations (i.e., the Mass. Contingency Plan or “MCP”). We will procure a QEP who is a Mass. LSP to conduct all assessment and cleanup planning. The MCP process includes the LSP’s notification of any reportable releases on a site, submittal of environmental reports to DEP for review and approval, and consultation between the LSP and DEP. Furthermore, the City has established a productive working relationship with DEP staff and will consult with them for technical guidance throughout the Assessment Program.

ii. Other Governmental Partnerships. Salem is adept at collaborating with local, state, and federal agencies to achieve redevelopment outcomes that it could not reach alone. The City of Peabody and Metropolitan Area Planning Council (MAPC) are key partners in all work to cleanup and redevelop brownfields in the North River Corridor and will continue to serve as such for this grant through the Salem-Peabody Brownfields Advisory Group, on which MAPC serves. Locally, the Salem Board of Health provides additional oversight on remediation and construction projects to ensure that human population is protected from impacts. At the state level, the Division of Conservation Services and Department of Conservation & Recreation administer grant programs that support creation of parkland on former brownfields. The Mass. Department of Housing & Community Development recently awarded Salem a “MassWorks” grant to make “complete streets” improvements to the Target Area’s roadways. The Massachusetts Development Finance Agency (MassDevelopment) issues loans and grants to developers and municipalities for the assessment and cleanup of contaminated sites. At the federal level, the US EPA has served a critical role in overseeing handling of PCBs under the Toxic Substances Control Act, and directly remediating sites where its involvement is warranted by a serious threat to public health and safety. The City will coordinate all Assessment Program activities through its EPA Project Officer.

**c. Partnerships with Community Organizations**

i. Community Organization Descriptions & Roles. The following organizations will be integral to the success of the program. MAPC, eastern Mass.’s regional planning agency, will advise the City on updating of its brownfields inventory and public outreach through its participation on the Salem-Peabody Brownfields Advisory Group. The Salem Partnership, a community organization that facilitates collaboration among government, businesses, and nonprofits, also serves on the Advisory Group and will promote the Assessment Program to its partners and help the City connect with developers. Salem Sound Coastwatch, a local environmental education and advocacy nonprofit, will support site prioritization by providing technical guidance on the impact of specific brownfield sites on local environmental resources. The Point Neighborhood Association and North Shore Community Development Coalition will assist the City in outreach to the low-income and heavily Latino Point Neighborhood. The Salem Chamber of Commerce will tap its local business network to help reach site owners and promote the grant as part of the suite of resources available to promote cleanup and redevelopment of brownfields. Salem Public Schools will support the

engagement process by providing meeting space in neighborhood school buildings.

ii. Letters of Commitment. Entities outlined in the above section have provided attached letters of commitment.

**d. Partnerships with Workforce Development Programs.** The North Shore Workforce Investment Board works to connect job seekers with training and employment opportunities. Through its North Shore Career Center, including a location within the Target Area, the WIB will post jobs resulting from the cleanup, redevelopment, and reuse of brownfields supported by the grant. Every effort will be made to connect job seekers from the Target Area and throughout Salem with these employment opportunities. Additionally, in directly procuring a QEP, the City will actively seek bids from local firms.

#### **4. PROJECT BENEFITS**

**a. Welfare, Environmental, and Public Health Benefits.** Identifying, assessing, and reuse planning through the grant will position Target Area brownfields to tap leveraged resources for cleanup and redevelopment, boosting public welfare, enhancing the environment, and improving public health.

Public Welfare: The Assessment Program will further the community's vision for redevelopment in the Target Area that enhances residents' well-being by eliminating the cluster of Target Area brownfields that creates a psychological wall in the city, resulting in better integration of the city's diverse sections, including the predominantly Latino and low-income Point Neighborhood, with downtown's economy, services, and cultural resources. In particular, remediation and redevelopment of Target Area brownfields will boost the community by eliminating a haven for crime and drug use, reducing strain on emergency services, and allowing the police to focus their limited resources on community policing and crime prevention. A 2012 Duke University study found that neighborhood property values increase between 5.1% and 12.8% when a brownfield is cleaned up<sup>17</sup>. The removal of blight will end the cycle of urban decline to lead to better upkeep and investment in properties in the surrounding neighborhoods, resulting in a better overall appearance of Salem's core. In addition, a revitalized corridor will allow increased appreciation of the Target Area's cultural amenities, including the Leslie's Retreat Revolutionary War Memorial, Proctor's Ledge Memorial to the 1692 Witch Trials executions, and the Great Salem Fire of 1914 monument. Moreover, a safer, more stable and hopeful community is an important backdrop for attaining positive educational outcomes in Salem's public schools.

Environmental Improvements/Low Impact Development: The Assessment Program will support the community's vision for sustainable redevelopment of the Target Area. This growth is an environmentally sensitive alternative to greenfield development, thus preserving open space and habitat and avoiding the need expand municipal utilities. The Mass. Wetlands Protection Act will mandate that remediation and redevelopment projects are sensitive to the riparian ecosystem and meet state stormwater standards that require a professionally engineered stormwater system that utilizes low impact development to remove sediment, petroleum, and other pollutants before discharging to the North River. Furthermore, Salem's Flood Hazard Ordinance ensures that projects be designed to be resilient to flooding. In addition, the Mass. Executive Office of Energy & Environmental Affairs designates Salem a "Green Community" for its commitment to municipal energy efficiency and water conservation and for encouraging the same of the private sector.

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<sup>17</sup> <http://sites.nicholasinstitute.duke.edu/environmentaleconomics/files/2013/01/WP-EE-12-08.pdf>

**Public Health:** Because the Target Area brownfields are at the core of dense, built up urban area, their remediation will substantially reduce the public health risks associated with living in a contaminated environment. Remediation of these sites will eliminate exposure to contaminants in soils, groundwater, building materials, outdoor air, and indoor air through vapor intrusion that contribute to the community's rates of cancer, cardiovascular disease, asthma, and lead poisoning that exceed the region's rates. Reduction in pollutants flowing into the North River will support the City's efforts to reopen its shellfish beds. As a matter of environmental justice, the mixed-income, diverse population will no longer disproportionately suffer the ill effects of industrial contamination. Furthermore, redevelopment projects will include new open space mandated by the Mass. Waterfront Act that will provide expanded recreational opportunities to address Salem's high level of childhood obesity.

**b. Economic and Community Benefits.** The Assessment Program will unlock Target Area brownfields for redevelopment, resulting in a much needed expansion of the local economy to the benefit of local residents. This will bring economic growth to a community where land for new development is scarce. This new economic activity will occur at the core of a community with lower incomes and minority residents who don't always benefit from the region's suburban-oriented growth. With support of the local Workforce Investment Board, the City is intent on ensuring that construction, remediation, and permanent jobs resulting from this redevelopment are accessible to this local population. Redevelopment of these sites will enhance a tax base that has eroded with the loss of industry and a state statute that has kept local revenue growth lagging behind inflation (see Section 1.c.i.). This will be a true boost to the City's long-term fiscal sustainability because it will not require new infrastructure, and Salem Public Schools have capacity to absorb new pupils.<sup>18</sup>

Based on an assessment of Target Area brownfields already redeveloped, redevelopment of these properties will substantially increase in tax revenues, providing additional resources to support schools and other services that are critical to meeting the needs of the community. Currently the Franklin St. parcels, totaling 5.013 acres, are assessed at \$3,033,600, generating \$90,978 in annual local property tax, or \$18,148 per acre. The Bell at Salem Station Apartment Complex, constructed in 2002 on the 14.69 acre site vacated by a Parker Brothers Board Game Factory, is assessed at \$41,112,900, generating \$652,050 in annual property tax, or \$44,387 per acre. The 2.028-acre mixed-use complex on a former tannery site 28 Goodue St. is assessed at \$7,707,400, generating \$122,239 in annual taxes, or \$60,275 per acre. Based on these redeveloped brownfields in the corridor, we anticipate the annual tax revenue generated by the Franklin St. properties to increase upon redevelopment from the current \$90,977 to anywhere between \$222,514 and \$571,366 depending on the specific mix of residential (0.01586 tax rate) and commercial uses (0.02999 rate).

**Expanded Recreational Opportunities:** Salem's high levels of cardiovascular disease and childhood obesity are exacerbated by a lack of recreational open space. Redevelopment of the North River Corridor presents a tremendous opportunity to remedy this deficiency by expanding Salem's network of multi-use paths throughout the Target Area, as envisioned in Salem's NRCC Master Plan, Open Space & Recreation Plan, and Bicycle Circulation Master Plan. The Mass. Public Waterfront Act (Chapter 91) requires development on the Target Area's filled tidelands to include construction of a riverwalk, as was recently done at 28 Goodhue St. This enhanced path network will reintegrate the corridor with North Salem, Downtown, and the Point Neighborhood, allowing

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<sup>18</sup> Enrollment in Salem Public School District has declined by 19% since 2011—Salem Public Schools FY18 Budget

safe and healthy mobility throughout the core of the City.

**Housing:** Redevelopment of Target Area brownfields will include residential housing units for a range of incomes, as required by the Salem Planning Board. Based on a developer's schematic assessment, the Franklin St. parcels alone can support 120-200 new units in close proximity to transportation routes and downtown amenities. This will meet the housing needs of the low-income population within their community. Seniors will be able to stay in Salem in age-appropriate housing. And new units will be available for workers in an expanding local economy.

## **5. PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE**

**a. Audit findings.** Salem has never received any audit findings from the EPA. The City has a consistent history of punctual and complete administration of grants and was classified as a low-risk auditee by Powers & Sullivan's audit of FY16 grant administration. An exception that was promptly resolved was the Salem School Department's late submittal of a Final Financial Report for a Special Education Preschool grant. The School Department has since implemented procedures to ensure reports are submitted in a timely manner.

**b. Programmatic Capability.** City of Salem staff, experienced in implementing complex projects involving multiple funding sources, interfacing with elected officials, engaging stakeholders, and managing hired contractors, are equipped to manage a successful Assessment Program that expends its funds and reaches its objectives within the 3-year grant period. This team has overseen many planning and community development projects in recent years, including construction of the \$15,000,000 Public Ferry Terminal and over \$5,000,000 in park upgrades. Tom Devine, AICP, Senior Planner, will serve as Program Manager. Mr. Devine has been responsible for Salem's brownfields programs since 2010, with a successful record of coordinating projects involving private, city, state, and federal partners across multiple jurisdictions. He recently established a brownfields cleanup RLF with the City of Peabody and has presented on redevelopment strategies at multiple national and local forums. As Program Manager, he will be responsible for overall management of the Cooperative Agreement, including coordination with the EPA Project Officer and Salem-Peabody Brownfields Advisory Group, procurement and management of the QEP, facilitating public engagement, and EPA reporting (Quarterly Reports, annual financial and MBE/WBE reports, ACRES, and closeout report). An experienced Economic Development Planner<sup>19</sup> responsible for the implementation of Salem's economic development strategy will integrate the Assessment Program into the suite of programs that are employed to support local economic growth. Sandra Castillo, Planning Assistant, is a native Spanish speaker and resident of the heavily Latino Point Neighborhood. She will review the grant's outreach plan to ensure that it reaches Salem's minority population and will translate outreach materials and provide live interpretation as needed. City Solicitor Elizabeth Rennard, with over 10 years of experience as a municipal attorney, will review property access agreements. Budget Coordinator Julia Medina, with over 20 years of finance experience, will track expenditures and ensure that all program invoices are processed within 30 days. The City's Procurement Officer will oversee the preparation of an RFP to hire a QEP, ensuring that the process is compliant with federal and local rules. In the event of turnover of City staff, other qualified staff within the City's Department of Planning & Community Development will be responsible for managing the grant. The City of Salem will coordinate with the City of Peabody, where the North River Corridor continues upstream, through the Salem-Peabody Brownfields Advisory Group, established in 2014 and consisting of local

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<sup>19</sup> The City is hiring for this position at the time of this grant application.

realtors, bankers, planning professionals, and other stakeholders from both cities. The Advisory Group will assist the City in its public outreach strategy, inventory, and site prioritization.

**c. Measuring Environmental Results: Anticipated Outputs/Outcomes.** The Brownfields Assessment Program will result in technical reports that will provide the City with site data to advance properties through the redevelopment process. As a result, the information will assist private developers in obtaining private financing as well as other leveraged support for the cleanup and redevelopment of their sites, such as the Salem-Peabody Revolving Loan Fund. Abandoned sites may be acquired by the City or the Salem Redevelopment Authority through tax taking. The Salem-Peabody Brownfields Advisory Group will review the quantitative and qualitative impacts of the program's public engagement. Beyond the completion of the Assessment Program, the City will measure its results by increases in tax revenue, added housing units, new jobs, decrease in crime, and improved public health indicators. Specific program progress will be documented through quarterly reports and updates to ACRES. Throughout the Assessment Program, the City will generate Quarterly Reports that document the implementation of the Work Plan, and submit annual Financial and MBE/WBE reports, and a final closeout report.

**d. Past Performance and Accomplishments**

**i. Currently or Has Ever Received an EPA Brownfields Grant**

**1. Accomplishments.** Since 2006 Salem has received two EPA Cleanup Grants and a Revolving Loan Fund Grant which have allowed the City to engage the community and redevelop blighted, contaminated properties to advance the City's redevelopment vision. At a formerly blighted and vacant waterfront parcel, a cleanup grant made possible the construction of Peabody St. Park, reconnecting the Point Neighborhood with the waterfront. The 61 Ward St. cleanup grant achieved the remediation of lead and petroleum impacted soils, creation of a safe intersection, removal of blight associated with an abandoned building, and construction of a pocket park in the same neighborhood. Both projects supported an ongoing revitalization effort around the South River's urban waterfront that has included a new riverwalk, construction and rehabilitation of mixed-income housing, public art exhibits, and new commercial enterprises. Salem, as a lead grantee along with its coalition Partner, the City of Peabody, was awarded a Revolving Loan Fund Grant in 2014 to support the cleanup and redevelopment of properties within the North River Corridor that includes Salem's currently proposed Target Area and continues upstream into Peabody. The program's first loan is funding the remediation of the brownfield site at 47 Tremont St. in Peabody, which will result in the property's redevelopment into a commercial/industrial complex. The outputs of these three grants have been in line with their work plans and accomplishments have been accurately reported in ACRES. Although not a the lead grantee, Salem was a coalition partner for the 2009-2013 MAPC-Salem-Peabody Coalition Assessment Grant that identified brownfields throughout Salem and Peabody, created a vision for an intercity riverwalk, and funded the completion of 12 Phase II assessments.

**2. Compliance with Grant Requirements.** Salem implemented its two cleanup grants in accordance with the approved work plans, on schedule, and in compliance with EPA terms and conditions. Quarterly reports were accurate and filed on time and project accomplishments and leveraging were accurately reported through ACRES. All EPA funds were expended for these grants. The current Revolving Loan Fund (2014 to 2019) has expended approximately 30% of its funds for site remediation. The City anticipates expending all RLF funds within the grant period and seeking recapitalization as necessary. In addition, we expect the projects assessed through the Assessment Program to utilize RLF funds for remediation.

## **Narrative Proposal Attachments**

- **Documentation Indicating Committed Leveraged Resources**



CITY OF SALEM, MASSACHUSETTS  
DEPARTMENT OF PLANNING AND  
COMMUNITY DEVELOPMENT

KIMBERLEY DRISCOLL  
MAYOR

TOM DANIEL, AICP  
DIRECTOR

120 WASHINGTON STREET ♦ SALEM, MASSACHUSETTS 01970  
TELE: 978-619-5685 ♦ FAX: 978-740-0404

November 13, 2017

Mayor Kimberley Driscoll  
93 Washington St.  
Salem, MA 01970

**Re: Commitment staff time for 2018 EPA Community-Wide Assessment Grant**

Dear Mayor Driscoll:

This letter is to commit City of Salem staff time as an in-kind resource for the implementation of Salem's 2018 Community-Wide Assessment Grant. The City's in-kind commitment over the three years of the grant period is as follows:

Position	Task	Base hourly rate	Fringe (33%)	Total (base + fringe) hourly rate	Number of hours	Total
Senior Planner	Overall management of Cooperative Agreement: coordinate with EPA Project Officer and Brownfields Advisory Group, procure and manage QEP, facilitate public engagement, and EPA reporting	\$32.71	\$10.79	\$43.50	200	\$8,700.86
Planning Assistant	Review outreach plan and provide translation services	\$20.18	\$6.66	\$26.84	12	\$322.07
Economic Development Planner	Integration of assessment program with other local redevelopment incentives	\$36.14	\$11.93	\$48.07	35	\$1,682.32
Procurement Officer	Oversee procurement of QEP	\$38.46	\$12.69	\$51.15	10	\$511.52
City Solicitor	Review of site access agreements	\$60.30	\$19.90	\$80.20	12	\$962.39
Budget Coordinator	Track budget and process invoices	\$35.39	\$11.68	\$47.07	15	\$706.03
			<b>Grand Total</b>		<b>284</b>	<b>\$12,885.19</b>

Please do not hesitate to contact me for additional information.

Sincerely,

Tom Daniel



Board of Directors

Alan Young, Ph.D  
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Victor Mastone  
Vice President

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Ocean Literacy Director

Jack Nessen  
Program Associate

Megan Podeszwa  
Outreach Associate

Susan Yochelson  
Outreach Coordinator

Lori Watson  
Greenscapes Coordinator

November 2, 2017

Mayor Kimberley Driscoll  
City of Salem  
93 Washington Street,  
Salem, MA 01970

Dear Mayor:

Salem Sound Coastwatch wholeheartedly supports the application by the City of Salem for a Community-Wide EPA Assessment grant because it will advance the cleanup of the heavily polluted North River Corridor.

The largest contributor of fresh water to Salem Sound, the North River has a long history of being severely impaired by past industrialization. The many vacant, contaminated sites on its banks continue to drain largely untreated stormwater directly into the river. Redevelopment of these sites will result in a major upgrade to the river's water quality and ecosystem functioning because improvements to these properties are subject to the Massachusetts Wetlands Protection Act, which requires that the projects meet state stormwater treatment standards.

I am excited to commit to providing technical support to the City as it updates its brownfields inventory and prioritization through this grant. As a local watershed organization and a regional service provider for the MassBays National Estuary Program, Salem Sound Coastwatch has knowledge of the intricacies of Salem's ecosystem and can advise the City about which sites will have the greatest environmental benefit when cleaned up. This will include research and attendance at two meetings, amounting to an in-kind contribution valued at \$2000.

Salem Sound Coastwatch supports Salem's Community-Wide Assessment grant application because it will result in substantial improvements to the environmental quality of Salem Sound. Please contact me if you would like to discuss this matter further.

Sincerely,

A handwritten signature in black ink that reads "Barbara Warren".

Barbara Warren  
Executive Director





*Commonwealth of Massachusetts*  
**EXECUTIVE OFFICE OF  
HOUSING & ECONOMIC DEVELOPMENT**  
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CHARLES D. BAKER  
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SECRETARY

TELEPHONE  
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FACSIMILE  
(617) 788-3605

October 31, 2016

Mayor Kimberley Driscoll  
City of Salem  
120 Washington Street, 3rd Floor  
Salem, MA 01970

Dear Mayor Driscoll:

Thank you for submitting an application for consideration during the 2016 MassWorks Infrastructure Program funding round.

On behalf of the Baker Administration, I am pleased to inform you that the Bridge Street and Boston Street 'Complete Streets' Enhancements was approved for a \$3,500,000 MassWorks Infrastructure Program grant. The Executive Office of Housing and Economic Development (EOHED) received 114 applications requesting \$287 million in funding and the selection process was highly competitive. A member of the MassWorks staff will contact the City of Salem directly in the next month to set up a meeting to discuss specific requirements related to this award, as well as next steps.

Please be advised that this award letter does not act as a contract with EOHED for the grant award specified above. The City of Salem should not proceed with any work on this project that is expected to be reimbursed through the MassWorks Infrastructure Program until a contract has been fully executed between EOHED and the City of Salem. This letter of award is subject to the City of Salem completing all necessary steps to allow both the public and private elements of the project to proceed as outlined in the submitted MassWorks application. This letter of award shall not confer any rights onto the City of Salem.

If you have any questions about the award, please feel free to contact the MassWorks Infrastructure Program staff at 617-788-3631 or by email at [MassWorks@state.ma.us](mailto:MassWorks@state.ma.us).

Thank you for your participation in the MassWorks Infrastructure Program. We look forward to working with you to advance this important project.

Sincerely,

A handwritten signature in blue ink that reads "Jay Ash".

Secretary Jay Ash  
Executive Office Of Housing and Economic Development

## **Narrative Proposal Attachments**

- **Letters of Commitment from Community Organizations**



SMART GROWTH AND REGIONAL COLLABORATION

November 13, 2017

Mayor Kimberley Driscoll  
Salem City Hall  
93 Washington Street  
Salem, MA 01970

Dear Mayor Driscoll:

On behalf of the Metropolitan Area Planning Council (MAPC), I am pleased to submit this letter of support for the City of Salem's Community-Wide Assessment grant application.

MAPC was established by statute as the Regional Planning Agency for Greater Boston which includes the City of Salem. MAPC has been a regional partner to the City throughout its efforts to assess, clean up, and redevelop the North River Corridor. MAPC led a coalition with Salem and the City of Peabody to begin assessing many properties along the corridor and now participates in the Salem-Peabody Brownfields Advisory Group, which was formed when the two cities established a brownfields cleanup Revolving Loan Program. Over the years, I have witnessed, as a result of these efforts, the redevelopment of a number of sites in Salem.

Despite substantial success to date, the City still finds that site contamination remains a barrier to continued advancement of its redevelopment vision. This grant will be an important tool to renew these efforts. The Assessment Program will position properties to leverage private and public resources to support their redevelopment, including the Salem-Peabody brownfields cleanup Revolving Loan Program.

MAPC is invested in Salem's revitalization because the city's vibrancy and economic success support the regional vitality of eastern Massachusetts. For this reason, we commit to continuing participation in the Salem-Peabody Brownfields Advisory Group. In addition to providing general guidance, we will advise the city on the community engagement and brownfields inventory update that the City plans to undertake as part of the Assessment Program.

I encourage you to give favorable consideration to Salem's Community-Wide Assessment grant application. Please do not hesitate to contact me for additional information.

Sincerely,

Marc D. Draisen  
Executive Director



November 3, 2017

Mayor Kimberley Driscoll  
City of Salem  
93 Washington Street,  
Salem, MA 01970

RE: EPA Community-Wide Assessment Grant

Dear Mayor Driscoll:

The Salem Partnership is pleased to support the City of Salem's Community-Wide Brownfields Assessment grant application because it will promote revitalization of blighted, underutilized brownfield sites and advance the community's redevelopment vision.

The Salem Partnership's mission is to facilitate collaboration between businesses, non-profit organizations and government agencies to implement projects related to the revitalization and restoration of the City of Salem and its general vicinity. In recent years, the Partnership has supported several projects essential to the local economy, including the expansion of the Salem Commuter Rail Station and the city's new judicial center.

The Partnership recognizes that the economic development of a historically industrial city requires redevelopment of its brownfields. To overcome the challenges these blighted, underutilized sites often pose, and a community must bring together resources from multiple sources. The Partnership, which participates in the Salem-Peabody Brownfields Advisory Group, commits to promoting the assessment program among our members and being available as a resource to connect the City with brownfield owners and potential developers.

The EPA Community-Wide Assessment Grant will be an important part of the toolbox of resources the City uses to advance its redevelopment vision. For this reason, the Partnership is excited to support the City's application.

Sincerely,

Elizabeth Debski  
Executive Director



Board of Directors

Alan Young, Ph.D  
President

Victor Mastone  
Vice President

Lou Arak  
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Robert Buchsbaum, Ph.D  
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Executive Director

Emily Flaherty  
Ocean Literacy Director

Jack Nessen  
Program Associate

Megan Podeszwa  
Outreach Associate

Susan Yochelson  
Outreach Coordinator

Lori Watson  
Greenscapes Coordinator

November 2, 2017

Mayor Kimberley Driscoll  
City of Salem  
93 Washington Street,  
Salem, MA 01970

Dear Mayor:

Salem Sound Coastwatch wholeheartedly supports the application by the City of Salem for a Community-Wide EPA Assessment grant because it will advance the cleanup of the heavily polluted North River Corridor.

The largest contributor of fresh water to Salem Sound, the North River has a long history of being severely impaired by past industrialization. The many vacant, contaminated sites on its banks continue to drain largely untreated stormwater directly into the river. Redevelopment of these sites will result in a major upgrade to the river's water quality and ecosystem functioning because improvements to these properties are subject to the Massachusetts Wetlands Protection Act, which requires that the projects meet state stormwater treatment standards.

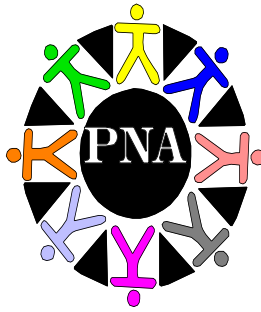
I am excited to commit to providing technical support to the City as it updates its brownfields inventory and prioritization through this grant. As a local watershed organization and a regional service provider for the MassBays National Estuary Program, Salem Sound Coastwatch has knowledge of the intricacies of Salem's ecosystem and can advise the City about which sites will have the greatest environmental benefit when cleaned up. This will include research and attendance at two meetings, amounting to an in-kind contribution valued at \$2000.

Salem Sound Coastwatch supports Salem's Community-Wide Assessment grant application because it will result in substantial improvements to the environmental quality of Salem Sound. Please contact me if you would like to discuss this matter further.

Sincerely,

A handwritten signature in black ink that reads "Barbara Warren".

Barbara Warren  
Executive Director



November 9, 2017

Mayor Kim Driscoll  
Salem City Hall  
93 Washington Street  
Salem, MA 01970

Dear Mayor Driscoll:

The Point Neighborhood Association is pleased to support the City of Salem's Community-Wide EPA Assessment grant application because it will help promote continued revitalization of our neighborhood.

The Point Neighborhood Association represents a largely Latino, mixed-income population in the Historic Point neighborhood. We help connect residents with city services, advocate for residents to have a say in local decision making and actively participate in all civic matters in the City. Since our membership includes both native English and Spanish speakers, our monthly meetings are conducted in both languages.

The PNA is pleased to commit to participating in the public engagement process that the city will undertake through the Assessment Program to educate the public about environmental risks and to develop a criteria for selecting sites for assessment. Specifically, we will distribute the City's bilingual outreach flyers to our residents and announce details of public forums at our meetings as well as undertake other methods of outreach including, social media, PSA's on local Spanish radio, posting of flyers in Latino businesses and highly trafficked areas, etc.

Again, the PNA enthusiastically supports the City's Community-Wide Assessment grant application and we strongly encourage you to consider it favorably. If further information is required, please feel free to contact me at 978.210.8233.

Sincerely,

Lucy Corchado  
President



North Shore Community Development Coalition  
96 Lafayette Street, Floor 2, Salem, MA 01970  
ph: 978-745-8071 fax: 978-594-5965  
www.northshorecdc.org  
info@northshorecdc.org

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November 6, 2017

Kimberley Driscoll  
Salem City Hall  
93 Washington Street  
Salem, MA 01970

Dear Mayor Driscoll,

On behalf of the North Shore Community Development Coalition (NSCDC), I am pleased to offer my support for the City of Salem's Community-Wide Assessment grant application.

The NSCDC is commitment to transformational, sustainable revitalization of distressed neighborhoods. The presence of vacant, contaminated properties throughout Salem is a barrier to revitalization and we support the city's efforts to remediate and redevelop these sites.

One of our core focuses is to develop and maintain affordable housing throughout the North Shore. Because the region is largely built out, our construction projects typically involve redevelopment of previously developed, but underutilized properties. With the area's industrial history, these projects often involve costly assessment and remediation of hazardous materials. Support from an EPA assessment grant will help reduce the uncertainty that comes with redeveloping brownfield sites and help plan viable projects that return blighted sites to active use.

I also want to stress the importance of the choice of the North River Canal Corridor as the target area for the assessment program. Redevelopment of this area with an affordable housing component (as the city typically mandates) will help preserve the diversity of the community. Nearby residents, particularly in the largely Latino and low-income Point neighborhood, have an unmet need for affordable housing. Redevelopment of the Canal Corridor will provide an opportunity for some of these residents to finds quality, affordable housing without leaving their community.

I'm excited at the potential for this grant to help revitalize our community. In order to support the City's efforts, the NSCDC will post the city's bilingual public meeting notices at our properties throughout the Point Neighborhood. Please do not hesitate to contact me with any questions.

Very truly yours,

Mickey Northcutt  
Chief Executive Officer





265 Essex Street  
Salem, MA 01970  
978-744-0004

[www.salem-chamber.org](http://www.salem-chamber.org)

**Executive Committee**

**Mark Leavitt, President**  
Salem Car Wash  
**Jason Consalvo, Past President**  
Salem Five Bank  
**Patrick Delulis, Treasurer**  
Delulis Brothers Construction  
**Sandy Heaphy, Secretary**  
Kensington Stobart Gallery  
**Patrick Cornelissen**  
Hawthorne Hotel  
**Tina Jordan, At Large**  
Salem Witch Museum  
**Adria Leach**  
Salem State University  
**Rob Liani, At Large**  
Coffee Time Bake Shop  
**Paul Van Ness, At Large**  
Cinema Salem

**Directors**

**David Bowie**  
Salem Spice  
**Brooke Cambridge**  
BLC Painting  
**George Carey**  
Finz Seafood Restaurant  
**Jennifer Close**  
Peabody Essex Museum  
**Michael Davenport**  
North Shore Medical Center  
**Katie Davis**  
Shetland Properties  
**Beth Debski**  
Salem Partnership  
**Gina Deschamps**  
Deschamps Printing  
**Brandi Dion**  
B&S Fitness  
**Rose Fisher**  
North Shore Medical Center  
**Gina Flynn**  
Eastern Bank  
**Kate Fox**  
Destination Salem  
**Nancy Furnari**  
First Ipswich Bank  
**Jim Gagnon**  
RCG, LLC  
**Andy Goldberg**  
Goldberg Properties  
**Scott Grover**  
Tinti, Quinn, Grover & Frey  
**Dan Hoffenberg**  
Atlantic Ambulance  
**Vini Kurti**  
Adriatic Restaurant & Bar  
**Chris Lohring**  
Notch Brewing  
**Dan Shuman**  
Salem Cycle  
**Mike Sperling**  
Sperling Interactive  
**Flora Tonthat**  
Northey Street House B&B  
**Todd Waller**  
The Merchant  
**Heidi Whear**  
John Bertram House

Kimberley Driscoll  
Mayor  
City of Salem  
93 Washington Street  
Salem, MA 01970

Mayor Driscoll,

It is with great excitement that I express my support for the City of Salem's application to the US Environmental Protection Agency for a Community-Wide Assessment Grant.

The North River Canal Corridor was once a bustling center of the leather industry. However, the industry declined over the last half of the 20<sup>th</sup> century and is now completely gone. In a built-out area like ours, vacant property is normally highly sought after for redevelopment. But these former industrial properties are encumbered by the contamination resulting from their past use and therefore are difficult to redevelop.

The Community-Wide Assessment Grant will reduce much of the uncertainty associated with contaminated sites and help potential developers quantify the cost of their cleanup and redevelopment. This will be a critical resource to foster redevelopment of brownfields along the corridor. The long term benefits will be substantial: removal of blight, new places to live, work, and shop, and additional green spaces.

The Chamber supports this grant application without reservation and would like to contribute to its success. The least we can do is promote it within the region's network of developers and landowners as a tool to spur redevelopment.

Please feel free to contact me with any questions.

Truly yours,

  
Rinus Oosthoek  
Executive Director



November 7, 2017

Honorable Mayor Kimberley Driscoll  
City of Salem  
93 Washington Street  
Salem, MA 01970

Dear Mayor Driscoll,

I would like to take this opportunity to offer Salem Public Schools' support for the City of Salem's EPA Brownfields Community-wide Assessment grant application. The program will lead to countless benefits for the community, but I want to highlight two in particular that are especially important to the school district.

The long-term success of our public schools depends on a stable and economically diverse property tax base. First, the grant will encourage mixed-use redevelopment of underutilized properties in the North River Corridor. This will lead to an expansion of our tax base that will help keep our school district on sound financial footing. Second, we believe that the elimination of the urban blight associated with contaminated industrial sites in Salem is important for fostering a sense of well-being and hope in the community, which we see as crucial to obtaining positive educational outcomes.

Because of these benefits, the District wants to do what it can to support the success of the Assessment Program. Therefore, we commit to offering meeting space to host public meetings that are held as part of the program.

Please feel free to call me if you would like to discuss this further.

Sincerely,



Margarita Ruiz  
Superintendent of Schools



70 Washington Street, Suite 314, Salem, MA 01970  
www.northshorewib.com

P 978-741-3805 \* F 978-741-3809



November 2, 2017

Mayor Kimberley Driscoll  
Salem City Hall  
93 Washington Street  
Salem, MA 01970

Dear Mayor Driscoll:

The North Shore Workforce Investment Board is excited to support Salem's Brownfields Community-Wide Assessment Grant application because it will be a critically needed, carefully targeted resource to advance the area's economic revitalization.

Brownfields sites throughout Salem have substantial unrealized economic potential. They are well integrated into the region's transportation system and fully connected to existing infrastructure. However, the additional risk and cost associated with redeveloping a contaminated site deters many investors. For this reason, support from the assessment program will go a long way to unlock a site's economic potential and lead to successful redevelopment.

One of the most important benefits of returning these underutilized sites to productive use is the new employment that will result. The Workforce Investment Board is committed to connecting qualified job seekers with vacant positions. Through our North Shore Career Center in Salem, we will work with employers involved in the assessment, cleanup, redevelopment, and reuse of these sites to identify employment needs and post vacant positions.

Because of the great benefits this program will provide to our community, I strongly encourage you to look favorably upon Salem's application. Please do not hesitate to contact me with any questions.

Sincerely,

A handwritten signature in blue ink, reading "Mary W. Sarris".

Mary W. Sarris  
Executive Director  
North Shore WIB

A handwritten signature in blue ink, reading "Mark Whitmore".

Mark Whitmore  
Director  
North Shore Career Centers

## **Threshold Criteria Response Attachments**

# Threshold Criteria Responses

## 1. Applicant Eligibility

The City of Salem is eligible as a General Purpose Unit of Local Government as defined under 2 CFR 200.64. Salem was incorporated as a city in 1836.

## 2. Community Involvement

The City will conduct a minimum of two public forums to promote the Assessment Program and solicit input into the prioritization of brownfields for assessment. These public forums will be used as an opportunity to educate stakeholders about the health impacts of brownfields and avoiding exposure to contaminants. The meetings will be promoted with flyers, the City's website, monthly newsletter and podcast, through neighborhood groups, and with a press release to local newspapers. Members of the Salem-Peabody Brownfields Advisory Group will be called upon to promote the forums within their networks and to help gauge the success of this outreach.

In order to ensure that stakeholders in the Target Area who may be less likely to engage with the City area reached, the meetings will be held walking distance from the low-income and Latino Point Neighborhood and accessible to seniors and people with disabilities. Bilingual meeting flyers will be disseminated widely with the help of two of the neighborhood's community organizations: The Point Neighborhood Association and the North Shore Community Development Coalition. We will provide live Spanish translation at the meetings and people who are hearing or visually impaired will be accommodated.

The City will actively solicit input through the engagement process and ensure that stakeholders are empowered to voice their input. Further communication of progress will be conducted through public hearings held by the Planning Board, Conservation Commission, and Design Review Board to evaluate specific redevelopment proposals and obtain public comment. The City is prepared to adjust its outreach methods to overcome any barriers to engagement that may arise.

Areas affected by project:

City of Salem, Massachusetts

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

11/14/2017

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

### State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

City of Salem

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

046001413

\* c. Organizational DUNS:

1567710240000

### d. Address:

\* Street1:

93 Washington Street

Street2:

\* City:

Salem

County/Parish:

Essex

\* State:

MA: Massachusetts

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

01970-3527

### e. Organizational Unit:

Department Name:

Division Name:

### f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

\* First Name:

Tom

Middle Name:

\* Last Name:

Devine

Suffix:

Title:

Senior Planner

Organizational Affiliation:

\* Telephone Number:

978-619-5685

Fax Number:

978-740-0404

\* Email:

tdevine@salem.com

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

C: City or Township Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Environmental Protection Agency

### 11. Catalog of Federal Domestic Assistance Number:

66.818

CFDA Title:

Brownfields Assessment and Cleanup Cooperative Agreements

### \* 12. Funding Opportunity Number:

EPA-OLEM-OBLR-17-07

\* Title:

FY18 GUIDELINES FOR BROWNFIELDS ASSESSMENT GRANTS

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

1234-City of Salem.pdf

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

City of Salem Community-Wide Brownfields Assessment Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**

\* a. Applicant MA-006

\* b. Program/Project MA-006

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**

\* a. Start Date: 10/01/2018

\* b. End Date: 09/30/2021

**18. Estimated Funding (\$):**

* a. Federal	200,000.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	200,000.00

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☒ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☐ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name: Kimberley

Middle Name:

\* Last Name: Driscoll

Suffix:

\* Title: Mayor

\* Telephone Number: 978-619-5600 Fax Number: 978-744-9327

\* Email: mayor@salem.com

\* Signature of Authorized Representative: Tom Devine

\* Date Signed: 11/14/2017